

Executive Registry
77-92-313
DD/A Registry
77-5667

17 October 1977

MEMORANDUM FOR: Director of Central Intelligence  
THROUGH: Acting Deputy Director of  
Central Intelligence  
FROM: Herbert E. Hetu  
Assistant to the Director  
(Public Affairs)  
SUBJECT: Recommendations for Future of  
CIA Tours

1. On Friday, 14 October, Agency staff members who have been working on the CIA tours since the idea first surfaced met again to discuss results of our family and N.O.W. tours and to formulate a recommendation for the future of the program. As you know, we have had eight family tours accommodating over 3,500 people, and one for about 200 N.O.W.'s. Attached for your information are summaries of the questionnaires received from these two groups.
2. The unanimous recommendations of our working group, in which I fully concur and urge your approval, are:

a. That there be no formal tours per se on a regular advertised basis.

b. That we do permit controlled visits on a case by case basis, similar to the N.O.W. tour, Sigma Delta Chi and Young Presidents Organization visits.

c. That the most popular exhibits be set up on a permanent basis to enhance such group visits. These would be in non-disruptive locations on the visit route (i.e., cartography and NPIC exhibits to be flat--wall mounted in the tunnel, etc.).

-2-

d. That such visits be scheduled only in evening hours or on weekends to minimize disruption and security problems.

e. That we work with established organizations/institutions to provide such visits in an orderly, long-leadtime basis. Lists of visitors to be supplied by the sponsoring organizations, i.e., there would be no wholesale distribution of tickets.

f. That tours, per se, or visits not be widely publicized, i.e., the visits would be a liberalized and expanded version of what we do now, enhanced by the permanently placed displays and an improved version of the multi-media show on intelligence history in the bubble.

g. That a 28 minute motion picture be professionally produced as an interesting and entertaining explanation of intelligence and the Intelligence Community for showing to groups visiting the Agency and for use outside the Agency in response to requests.

3. Future visits and production of the motion picture would be coordinated by my office in close cooperation with DDA.

**SIGNED**

Herbert E. Hetu

Attachment

APPROVED: /s/ Stansfield Turner  
Director of Central Intelligence

19 OCT 1977

Date

DISAPPROVED:

Director of Central Intelligence

Date

cc A/DDCI

A/DDA

D/Security

D/Logistics

OLC

A/DCI/PAO/HEH/kgt/17 October 1977

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13 October 1977

FAMILY DAY TOUR QUESTIONNAIRE

399 questionnaires received:

Employees: Male - 127, Female - 57

Dependents: Male - 76, Female - 139

Most Popular Exhibits:

#14 - Evolution of Aerial Photographs (369)

#15 - U-2 Gear and Camera (366)

#13 - Advanced Clandestine Technology/Soap and Camera (325)

#12 - Maps/Tools for Intelligence (206)

#18 - Security for Intelligence (144)

#16 - Cuban Missile Photos (119)

Weaknesses of Tours (in order of number of complaints)

1. Organization and "Flow of Tour": Too many "bottleneck" areas and one way traffic patterns. Tour should be divided into smaller groups with individual guides. Spacing of exhibits was poor in some areas, resulting in overcrowding and poor audio presentation.
2. Poor Tour Guides: Many visitors did not notice guides, others felt guides were passive and did little guiding. Some visitors expressed a desire to talk with the guides for a more personal contact with the Agency. Others felt that the guides who gave speeches spoke too softly.
3. Pace of Tour: Some visitors believed the tour pace was too slow while others felt rushed. Majority consensus was that the tour group was too large and that there were too many bottlenecks.
4. Exhibits Too Congested: Many visitors suggested smaller groups and better spacing of exhibits.

5. Use of Tickets for the Tour: Most comments revolved around the question of why the tickets were issued since they were not collected. Some felt this was a good control mechanism.

6. Pre-school children should not be permitted on tour: Several visitors felt that a great deal of noise was created by young children. Many mentioned this distraction during the DCI's opening address.

7. Lack of Handouts Distributed: Some visitors believed there was an "obvious" lack of handouts. The majority of suggestions concerning this topic were centered around handouts in the form of pictures of exhibits and handouts which would be a product of various exhibits, i.e., aerial photographs and copies of maps.

8. Security should be less visible: Some visitors felt they were being monitored while others simply stated that they were aware of security. Few individuals indicated that they favored reducing security; however, many people stated that they believed security should be increased if the tours were opened to the general public.

9. Library Exhibit: Unanimous consent that the tour should either include a "walk-through" or that the library exhibit should be eliminated.

10. Access to Agency Grounds: Some visitors felt a need for signs at Gate #1 which would provide directions to parking areas.

11. Low Information Content of Exhibits: Visitors felt that most exhibits had sufficient information content; however, the content of a few exhibits were restricted by their poor audio presentations which were hard to understand because of low volume and distortion.

12. Multi-media show: Many felt the show was too hurried and that the audio portion was of poor quality.

13. Opening address by Admiral Turner: The DCI's address was very favorably received. There were many laudatory comments. Some visitors would like to have heard more about current issues and less on past history. NOTE: The film of DCI used at last two tour sessions received very bad reviews--mostly about it being out of sync.

Would the Public Enjoy the Tour?

Yes: 263  
No: 72  
?: 64

NAVY OFFICER'S WIVES TOUR

8 October 1977

A total of 109 tour questionnaires were returned and tabulated. The results are listed below.

MOST POPULAR EXHIBITS:

1. Evolution of Aerial Photographic Intelligence	- 149
2. Advances in Clandestine Technologies	- 110
3. Language Learning Center	- 54
4. U-2 Gear and Camera	- 49
5. Security for Intelligence	- 42
6. Maps - Tools for Intelligence	- 39
7. Cuban Missile Photos	- 35
8. Movie	- 29
9. Intelligence Cycle	- 27

WEAKNESSES OF THE TOUR (in order of number of complaints):

1. Many felt that the tour should be conducted in smaller groups with guides. This would prevent over-crowding at exhibits, alleviate extraneous noises, and improve the ability for visitors to hear the exhibit presentations.
2. Seven individuals complained about the poor sound quality at the Language Learning Center exhibit.
3. Four visitors commented that more handouts should have been distributed.
4. Three visitors felt that the Agency needed more exhibits and that the information available at each of the exhibits should be increased.

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Navy Officer's Wives Tour  
8 October 1977

5. The presentation in the Auditorium received many laudatory comments, especially the presentation made by Admiral Turner, DCI. Some of the visitors felt that the multi-media show moved too fast.

WOULD THE PUBLIC ENJOY THE TOUR?

Yes - 69  
No - 13  
Unk - 27

Attached are 12 questionnaires which represent a cross section of varying ideas and opinions which offer constructive criticism and comments.

Security Duty Office

**STATINTL**

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77-5989/12

26 OCT 1977

Mr. Clarke R. Watson, President  
The Westland Companies  
1429 Larimer Square  
Denver, Colorado 80202

Dear Mr. Watson:

Your 28 September letter to the President of the United States has been referred to this Agency for response -- an opportunity we welcome.

I wish to assure you, sir, that the Central Intelligence Agency is not immune from fair employment and has no desire so to be. We are, quite proudly, an equal opportunity employer with an aggressive affirmative action plan. CIA has made substantial progress in the last several years in our priority objective to identify and recruit minority individuals for employment with this Agency. In Fiscal Year 1977, almost 15% of the total number of individuals we brought on board for professional and technical positions were either Black or Hispanic Americans. They generally ranged in grade and salary from GS-7 (currently \$12,336 per annum) to GS-14, Step 6 (currently \$35,875 per annum). On the clerical side, we have done even better. Twenty-seven per cent (27%) of the clerical employees who entered on duty in FY-77 were minorities; mostly in the GS-3 (currently \$7,930 per annum) and the GS-4 (currently \$8,902 per annum) range. Internally, we have initiated or continued a wide range of programs to assure equal opportunities for our minority employees and to utilize fully their skills and talents. We have worked hard to improve. The results are encouraging but much, of course, remains to be done. Enclosed, for your perusal, is the CIA Equal Employment Opportunity Plan for Fiscal Year 1977 and a recruitment brochure. Our FY-78 Plan has been approved by the Civil Service Commission and will be published shortly.

I have read the list of High-Level Black Appointments in the Carter Administration prepared by Mr. John W. Lewis, Jr. The Central Intelligence Agency is quite unique in regard to Presidential appointments in that only two of our positions fall in that category. They are the Director of Central Intelligence

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and the Deputy Director of Central Intelligence. As you know, Admiral Stansfield Turner was President Carter's choice to be Director of Central Intelligence. The position of Deputy Director of Central Intelligence is vacant following the retirement of Mr. E. H. Knoche on 1 August 1977.

The absence of the Agency from the Inter-Agency Council for Minority Business Enterprise is easy to explain by an examination of our role in the Executive Branch. It is the responsibility of the Central Intelligence Agency to collect, evaluate, and produce foreign intelligence. The primary task of CIA is to provide the most accurate, comprehensive, and objective information available about national security matters, together with whatever can be learned or deduced about possible impending foreign developments. As you can see, our charter simply does not relate to domestic activities. As a matter of fact, we are specifically prohibited from participating in all such activities except for a few, like recruitment, that are required to carry out our overseas charter. It would be most inappropriate, therefore, for this Agency to participate in the Inter-Agency Council for Minority Business Enterprise, the membership of which includes senior executives of major agencies and departments having programs to promote and strengthen domestic business enterprises. Our presence on such a council could easily be misunderstood, to the possible detriment of that body's effectiveness.

I trust that my comments have been responsive to the concerns you expressed in your letter to President Carter.

Sincerely,  
/s/John F. Blake

John F. Blake  
Acting Deputy Director

Enclosures

Distribution:

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Executive Registry  
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DD/A Registry  
77-5511

77-3283

September 28, 1977

WTW/10/17/77

The President  
The White House  
Washington, D.C. 20500

Sir:

We certainly commend your administration for its activities promoting greater development of American minority-owned businesses. Your September 12 statement released by Mr. Powell's office is most encouraging.

However, there exists a rather glaring contradiction in the form of the Central Intelligence Agency which gives one pause in terms of the sincerity of various Administration statements advocating universal equality. From an internal perspective it appears that no Black person has a substantive role within the Agency. (I have enclosed a list prepared by an associate of mine, John Lewis, which, you will note, does not contain a reference to the CIA.)

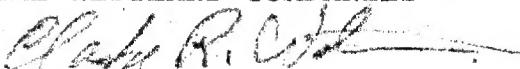
Externally, the Agency appears not to have a policy aimed at encouraging minority participation in its affairs. Its absence from the Inter-agency Council for Minority Business Enterprise (see enclosed) is evidence of this.

We contend that to permit any agency of government, for whatever reason, to not have an affirmative action policy sets a dangerous precedent for discrimination in other segments of the public and private sectors. No argument, "security" or otherwise, should be advanced in the cause of discrimination.

Therefore, we, as a 100% minority-owned firm, request that immediate and definitive steps be undertaken by your office to eliminate this seeming immunity from fair employment and business practices.

We thank you in advance for your personal attention in this matter.

Sincerely,  
THE WESTLAND COMPANIES

  
Clarke R. Watson, President

cc: Parren Mitchell  
Dr. Randolph T. Blackwell